



**Board of
Examiners**

October 2002

Update

On-line Update!

This is the premier issue of the electronic Update, the on-line newsletter for the Board of Examiners of the Baldrige National Quality Program (BNQP). Although we will no longer be providing Baldrige news in print, we are excited about keeping you up to date on the latest Baldrige plans and key people involved via e-mail and hope you will enjoy receiving Update electronically. If you think the October issue of Update might be of interest to some of your colleagues, please forward it to others!

If your e-mail address changes or if there are opportunities for improvement for more efficient delivery of Baldrige news, please let Update editor Jan Juras know at janet.juras@nist.gov. Special thanks go to BNQP's Administrative Support/Electronic Information Team, Management Team, Publications Management Team, and the American Society for Quality for making the conversion to electronic format happen. Their collaborative spirit and work on this project truly reflect what Team Baldrige is all about.

Baldrige Program Celebrates 15th Anniversary

On August 20, 1987, President Ronald Reagan signed the "Malcolm Baldrige National Quality Improvement Act of 1987," setting into motion a program that many credit with making quality a national priority and helping to revitalize the U.S. economy during the 1990s. Today, the BNQP and the Baldrige Award recipients are imitated and admired worldwide. More than 43 states and many countries, including Japan, have programs modeled after the Baldrige Program. In particular, the Criteria for Performance Excellence are widely used as an assessment and improvement tool. In 1999, categories for education and health care were added to the original three categories: manufacturing, service, and small business. Last year, the first three education recipients—the Chugach School District, Alaska; the Pearl River School District, New York; and the University of Wisconsin-Stout, Wisconsin—were honored.

2002 Site Visits

The Panel of Judges met on September 19 and selected eleven organizations to receive site visits following the consensus stage of the Malcolm Baldrige National Quality Award (MBNQA) examination process. Two manufacturing companies, two service companies, three small businesses, no education organizations, and four health care organizations have reached the third level of evaluation for the 2002 Award. Site visits will be held October 20-26 for manufacturing companies and October 27-November 2 for small business, service, and health care organizations. The results of the site visits will provide the basis for recommendations from the Judges to the Director of the National Institute of Standards and Technology (NIST) and the Secretary of Commerce regarding Award candidates. The Panel of Judges is scheduled to convene again November 12-15.

2002 Baldrige Regional Conferences This Month!

The 2002 Baldrige Regional Conferences are being held this month at the Fremont Marriott in Fremont, California (in the San Francisco/San Jose area) on October 10 and at The Ritz-Carlton in Dearborn, Michigan, on October 23. There is still time to register for the Michigan conference (and walk-ins are welcome at the California conference). For more information, including on-line registration, visit our Web site at www.quality.nist.gov/2002_Regionals/Regionals/index.html.

We would like to thank the Examiners and Award recipients who volunteered to be moderators and speakers at this year's conferences. We appreciate your hard work to make this year's Regional Conferences successful.

“Are We Making Progress?” Now in Spanish!

The recently developed questionnaire, “Are We Making Progress?,” now is available in a Spanish language version, titled “¿Estamos Progresando?” This easy-to-use employee questionnaire can help organizations assess how well they are performing and learn what can be improved. Based on the Baldrige Criteria for Performance Excellence, the questionnaire will help organizations focus their improvement and communication efforts on areas needing the most attention. Both the English and Spanish language versions can be viewed and downloaded on the Baldrige National Quality Program Web site (www.quality.nist.gov/Progress.htm).

Three New Overseers Appointed

James L. Melsa, E. David Spong, and Kathleen Waltz have received appointments for three-year terms to the 2002 Board of Overseers from Secretary of Commerce Don Evans. James Melsa serves as the Dean of the College of Engineering, Iowa State University. David Spong is the President, Military Aerospace Support, Military Aircraft and Missile Systems of the Boeing Company. Kathleen Waltz is the President, Publisher, and CEO of Orlando Sentinel Communications. Also serving on the 2002 board are John (Jack) Evans, Phillip Hettelman Professor of Business Administration at the Kenan-Flagler School of Business, University of North Carolina; Robert E. Hunter, President and CEO of Denta Quest Ventures, Inc.; William Kalmar, Director of the Michigan Quality Council; Harriet Mouchly-Weiss, Managing Partner, Strategy XXI Group, Ltd.; Patricia Papesh, President of Carlton Retail American Greetings; and Robert Waller, President Emeritus, Mayo Foundation.

In Sympathy

The Baldrige National Quality Program staff wishes to express our sympathy to the family and colleagues of three members of the greater Baldrige Program who passed away this spring and summer—William (Bill) Brandt, James (Jim) Hollis, and Ute Wimmer. Bill Brandt, who served as a member of the Malcolm Baldrige Board of Overseers from 1996 through 1998,

had a major influence on the Strategic Planning Category of the Baldrige Criteria. Jim Hollis was a member of the 2001 Board of Examiners and also made significant contributions to the development of the Oklahoma Quality Program. Along with her husband, Ute Wimmer created several of the Quest for Excellence videos that share information on the performance excellence strategies of the Baldrige Award recipients. We appreciated the contributions of all of these Baldrige Program friends and will miss them.

2002 Senior Examiner Training

Seventy-six Senior Examiners attended one of the two one-day training sessions conducted on July 18 and 25 at NIST in Gaithersburg, Maryland. The sessions were designed to focus on the roles, responsibilities, procedures, and expectations of Senior Examiners who serve during the consensus and site visit review stages of the Award process. Senior Examiners are selected based on experience with the Award process and areas of expertise with a particular emphasis on industries or sectors that are part of the review process. Balance in the Business, Education, and Health Care sectors is considered as are factors such as geographic distribution and diversity. Seniors must attend one of the two training sessions.

The 36 new Senior Examiners selected this year include Nicheole Amundsen, Margaret Bailey, LaWanda Burwell, Margaret Byrnes, Duane Camitsch, Debbie Collard, Clifton Conner, Karen Copp, Alan Crosby, Margaret Dorchester, Raymond Emery, Sherril Gelmon, Carol Gomes, Duane Hamill, Denise Haynes, Nathaniel Jackson, Nancy Jokovich, Andrew Jones, Daniel Jordan, Michael Kendall, Ellen Kurtzman, Don Lighter, Jeffrey Lucas, Sandra Lyons, Lisa Makosewski, Sharon Martin, Carol Maywood, Garry Monjo, Roger Quayle, Vinayak Rajagopal, Kenneth Rigsby, Richard Scharchburg, Robert Vokurka, Wayne Wheeler, Gail Willette, and Steven Wroten.

We would like to extend a special thanks to three of our Baldrige Judges who served as facilitators: Kay Kendall, Joe Muzikowski, and Harry Reedy. We would also like to express how much we appreciate our Senior Examiners for their many contributions and dedication to the support of the Program.

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2002 Improvement Day

BNQP hosted its annual Improvement Day on July 26, 2002, where 38 attendees shared ideas and suggested Criteria changes. Comments focused on the Criteria for Performance Excellence and numerous Program processes, including Examiner Training and Eligibility. In addition to the verbal input provided on Improvement Day, supplemental suggestions were obtained through a Call for Comments via the BNQP Web site. BNQP will be reviewing the recommended suggestions and using them to revise the Criteria and improve the Program during the coming year. Next year's Improvement Day is scheduled for July 30, 2003.

We would like to thank this year's Improvement Day facilitators for their assistance: Diane Akers, Steve Heisey, Kay Kendall, Brian Lassiter, Jerry Massegee, Sharon Muret-Wagstaff, Joe Muzikowski, and Ken Rigsby. They made Improvement Day a valuable experience for all attendees.

2002 Workshop for State and Local Quality Award Programs

More than 45 representatives from 30 programs attended a two-day state and local quality award workshop, July 29-30, on the NIST campus. The planning committee (Mike Belter, Dione Geiger, and Brenda Hatfield) developed an agenda using the evaluation results from the 2001 workshop, a survey of state representatives, and discussion at the Quest for Excellence XIV state and local business meeting. The topics and presenters were well received by those participating. The state programs have established a set of metrics that they will use to measure their performance. In addition, a group of state program representatives will be developing a new state and local program Web site.

Two state programs, New York and Texas, were presented with a State and Local Appreciation Award for their role in encouraging state award recipients to become involved in the Baldrige process. The New York Empire State Advantage Program was recognized for encouraging Pearl River School District, a 1994 state award recipient, to become a 2001 participant and recipient of the Baldrige Award. The Quality Texas Foundation was recognized for encouraging Clarke American Checks, a 2001 recipient of the Texas Award for Performance Excellence, to become a 2001 participant and recipient of the Baldrige Award.

Although representatives from the Tennessee Quality Award were not able to attend the workshop, the Tennessee Award also was recognized for encouraging Pal's Sudden Service to become a 2001 participant and recipient of the Baldrige Award. For the years 1996-2001, 18 out of the 24 Baldrige Award recipients previously had received their state award.

Next year's state and local workshop will be held July 28-29, 2003.

2003 Examiner Application

For 2003, we are introducing an on-line version of the Examiner application. In early November of this year, the 2002 Board members and other applicants from last year will receive by e-mail a Personal Identification Number (PIN) and password they may use to access last year's application data. These individuals may update or correct the information, accessing it as many times as necessary until they submit their 2003 application. New applicants will create an application that they may access as desired until they choose to submit it.

For those who do not wish to submit their information on-line, the PDF and Word versions of the application will be available, as in years past, for downloading at www.quality.nist.gov/Examiner_Application.htm. However, the Examiner Application booklet will not be printed this year.

If you know of anyone who may meet the qualifications to be an Examiner, please encourage them to apply. To assist you in this effort, Examiners will be receiving three copies of our new Examiner recruitment brochure that we encourage you to share with colleagues. Your support and promotion of the Program are greatly appreciated and are an important way to spread the word about this wonderful opportunity.

Category coverage and balance are important factors in maintaining a strong Board of Examiners. We are actively seeking Examiners with expertise in wholesale trade, large manufacturing, finance, insurance, not-for-profit, and service.

The 2003 Examiner application will be available from November 5, 2002, until January 6, 2003. The on-line version must be submitted by January 6, 2003, and paper copies must be postmarked no later than January 6, 2003, as well.

Change in Examiner and Senior Examiner Training for 2003

Over the past few years, we have received a number of suggestions to combine Examiner and Senior Examiner Training. These requests, along with the continuing financial challenges experienced today by organizations across the country (including the Baldrige Foundation), have led us to offer Senior Examiner Training on the Tuesday of each training week in April/May in 2003. Since the core Examiner Training will remain on Wednesday, Thursday, and Friday, Senior Examiners will have to travel only once to receive all of their Baldrige training due to this change.

A second change includes an additional opportunity for new and one-year (newer) Examiners on Tuesdays of each training week as well. Evaluation data, combined with comments received at Improvement Day, suggest that these individuals want further opportunities to understand the Program and its processes. Those who attend the Tuesday session will receive an orientation to the Baldrige Program and processes, have the opportunity to practice some key skills, and be able to take the time to ask questions. With these changes, we hope to eliminate some of the introductory information that has been presented during the three-day session, while providing new opportunities for experiential learning during the core session.

Site Visits— Examiner Reimbursement/Voluntary Contributions

Since the Award application review process receives no federal funding and application fees are kept to a minimum, the Award Program needs to operate with maximum voluntary support. As with other phases of the process, Examiner support and contributions are greatly appreciated in regard to site visit reimbursement since fees collected from Award applicants cannot cover all of the costs incurred for site visits. The Award Program charges small business, for-profit education organizations, and health care organizations with fewer than 500 employees at half the rate of applicants with over 500 employees. The site visit fee for not-for-profit educational organizations is \$1500. The site visit fee for all other organizations is based on the size of the Site

Visit Team, the length of the site visit, and the average percent of Examiners who require reimbursement. So Examiner voluntary support, if feasible, bolsters the Program during the site visit stage of the Award process.

In cases where site visit reimbursement for Examiners is necessary, the process is as follows. The NIST Site Visit Monitor will poll the Site Visit Team during the initial planning call to identify those who need reimbursement. A consolidated list will be developed and used to reimburse Examiners for the appropriate expenses. If you have questions or need further information, please call Rachel Kinney at 301-975-8035 or e-mail her at rachel.kinney@nist.gov.

Examiner Ambassador Activities

The following Examiners or former Examiners reported outreach efforts between early April and mid-June: Nancy Askins, Kevin Grayson, Paul Grizzell, Kay Kendall, Ellen Kurtzman, Jerry Massee, Michael Novak, Paula Friedman (2), and Rex Mobley (2).

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Vern Goodwalt, Paul Grizzell, Jan Johnson, Lynn Kelley, Lyani Valle, and Rich Vesely. We thank all of these ambassadors for their outreach activities on behalf of the Program. We also wish to acknowledge Ellen Kurtzman for her article on Baldrige that appeared in the July/August issue of the Journal for Healthcare Quality. If you have conducted outreach efforts on behalf of the Program and wish to be recognized, report your activities to our Outreach and Communications Team via fax at 301-948-3716 or e-mail at nqp@nist.gov.

2003 Baldrige Process Calendar

For your planning for the upcoming year, key dates in the 2003 Baldrige Process Cycle are available on the Baldrige Web site at www.quality.nist.gov/Calendar.htm.

2002 Case Study Packet

The 2002 Case Study Packet is available on the Baldrige Web site at www.quality.nist.gov/CapStar.htm. Along with the CapStar Health System Case Study, the packet includes an Executive Summary, the CapStar Health System Scorebook, the CapStar Health System

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Feedback Report, and the Handbook for the Board of Examiners. Used in conjunction with the packet, you will also find the 2002 Health Care Criteria for Performance Excellence and the Scorebook for Business, Education, and Health Care. Take a break and take a look!

Baldrige Team Changes

As it does every year, BNQP is rotating staff among its self-managed teams. The Program purposely moves staff to provide opportunities for cross-functional learning and knowledge sharing. Three staff members will rotate teams this year. Rachel Kinney will move from the Award Process Team to the Outreach and Communications Team; Jackie DesChamps will leave the Examiner and Staff Development Team and join the Award Process Team; and Jamie Ambrosi will move from the Outreach and Communications Team to the Examiner and Staff Development Team.

In addition to these changes, teams are starting to elect their new team leaders. Team leaders act as team coordinators and policy advisors for the Program. They serve on the BNQP Coordinating Council along with management to facilitate communications and decision making among teams and to identify and coordinate policies for the office. Serving as a team leader is seen as a growth opportunity for staff members and allows the organization to benefit from new and diverse viewpoints. The Publications Management Team has elected Marti Jackson (301-975-4453) as team leader, the Outreach and Communications Team has elected Denise Coursey (301-975-8274), and the new Examiner and Staff Development team leader is Melissa Pollack (301-975-8950). These new team leaders will assume their new roles in October. Additionally, Sandra Byrne will continue acting as team leader of the Award Process Team, and Bob Fangmeyer continues as team leader of the Administrative Support/Electronic Information Team.

Staff News—NIST

Daniel Barton, most recently a member of the Examiner and Staff Development Team, has begun a new chapter in his career—applying the Baldrige Criteria within the Transportation Security Administration.

Having joined BNQP in April 1993, Daniel has served the Program in a variety of roles including team leader,

team member, process lead, and contributor to virtually every major Program task. His knowledge of the Award process and the Program's history will be sorely missed. In 1997, Dan received the Bronze Medal Award for Superior Federal Service. In particular, he was cited for outstanding management of the interaction between the fund managers of the MBNQA Foundation and the BNQP. He has also had technical responsibility for the annual contract with the American Society for Quality.

When asked about the highlights of his years of BNQP service, Dan first mentioned the many special people here. He acknowledged how energizing it was working with so many high-caliber individuals—including coworkers, Examiners, and applicants met on site visits. Other highlights of his experience include the transition to the team structure, which allowed staff members the opportunity to lead Program processes; a visit to President Clinton's office; leading the Quest for Excellence Conference during the 10th Anniversary Gala Celebration; serving as team leader on the Award Process Team; and receiving support to pursue his master's degree.

Daniel will be greatly missed as the free-spirited, free-wheeling Harley owner who rides to the beat of a different drummer. Above all, Daniel stated, the low point in his Baldrige career will be "dealing with leaving..."

Celani Dominguez has completed a one-year Einstein Fellowship with the Baldrige Program. While with BNQP, Celani was assigned to the Award Process Team, where she learned about the Baldrige Program, the Award process, and self-managed work teams. The Baldrige Program benefited from Celani's education and research background through her contributions to the Education Criteria and her perspective on issues relating to the education sector generally and minority student populations more specifically. We wish Celani well in her new position as a curriculum specialist with Clark University's Jacob Hiatt Center for Urban Education in Worcester, Massachusetts.

Barbara Fischer joined the Outreach and Communications Team as a Business Specialist in July 2002. Barbara has 21 years of experience with the federal government at several different areas within the Department of Defense. She served in positions including Industrial Specialist, Program Analyst, and Contract Specialist. Most recently, at the Defense

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Contract Management Agency, Barbara led efforts aimed at facilitating mentor relationships between large and small businesses within the Department of Defense and formulating strategic alliances between the public and private sector. She gained extensive project management experience while with the Department of the Navy and has worked primarily with the manufacturing and service sectors. Barbara earned a bachelor of science degree from Virginia Tech and a masters of science degree in Applied Management from the University of Maryland (University College). She may be reached by telephone at 301-975-8942 or by e-mail at barbara.fischer@nist.gov.

Ann-Marie Regan, Business Specialist on BNQP's Award Process Team, served as a volunteer facilitator in July at what was described as "the largest-ever town hall meeting"—a daylong program in New York City called "Listening to the City—Remember and Rebuild." More than 4,300 people, who represented a cross-section of New Yorkers, attended the program to discuss plans for rebuilding the World Trade Center site after the September 11 tragedy and for a permanent memorial and mission statement.

The participants in the program, convened July 20 at the Jacob Javits Convention Center in mid-town Manhattan, were asked to describe and discuss their "hopes and concerns for rebuilding" the World Trade Center site. Open-ended and polling questions, interspersed throughout the day, were used to draw out participants' feelings, views, and preferences. Ann-Marie was one of 500 table facilitators at the event and demonstrated an ability to respond with agility to unexpected circumstances. She was assigned to work with a table of Cantonese-speaking New Yorkers from Chinatown. Few of them spoke much English, and Ann-Marie's facilitation was aided by three Chinese-American volunteer translators—two high school students and one college student. Despite the challenges posed by language, Ann-Marie smoothed the way for a lively and engaged dialogue that began in mid-morning and continued until late afternoon.

For more information about the event and AmericaSpeaks, the following links are provided:
www.listeningtothecity.org or
www.americaspeaks.org.

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